



## HORIZONS:

# Strategic Direction for the Idaho Department of Parks and Recreation 2001 - 2005

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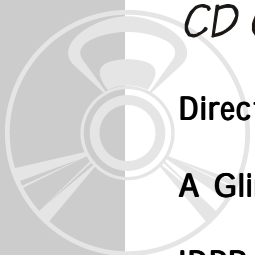
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### *CD CONTENTS (In pocket on inside back cover)*



Director's Message (Audio & Text)  
A Glimpse Of Our Future (Audio & Text)  
IDPR Strategic Plan (E-Format)  
Link To IDPR Website

"The whole is as necessary  
to the understanding of  
its parts, as the parts are  
necessary to understanding  
of the whole."

Mach's Principle



## WHO ARE WE?

The Idaho Department of Parks and Recreation owes its existence largely to the vision of one man, Governor Robert E. Smylie. He looked into the future and saw a professionally managed system of state parks available for the enjoyment of all Idaho's citizens and visitors. He kept that vision in mind when Roland and Averell Harriman offered to donate their beloved Railroad Ranch to the state, persuading them to stipulate that a professional managing agency be put in place before the transfer of their generous gift would take place.

Others took up Smylie's vision and, when the opportunity presented itself, added recreation to the agency's charge to take advantage of the new federal Land and Water Conservation Fund in 1966. The agency became the Idaho Department of Parks and Recreation, and through that federal program helped countless cities and counties across the state fulfill their own outdoor recreation visions in their individual communities.

Within the agency, the vision is carried out every day by the people who comprise its heart and soul. The 157 full-time employees are assisted in this noble pursuit by approximately 300 seasonal staff members. We can borrow the agency's acronym (IDPR) to describe our staff: Individuals Dedicated to People and Resources.

## WHAT ARE OUR CORE VALUES?

Core values are the essential and enduring tenets of an organization. They are its guiding principles. For the employees of the Idaho Department of Parks and Recreation, our core values include integrity, compassion, service, stewardship and commitment. We feel obligated to protect the resources we are entrusted with, to help visitors experience those resources, to be vital members of our communities and to touch the lives of every Idahoan in a lasting, positive way.

## WHAT IS OUR MISSION?

The agency mission is our reason for existence. It concisely identifies what the agency does, why it does it, and for whom it does it. Our mission reminds everyone—the public, the governor, legislators, the courts, and agency personnel—of the unique purposes promoted and served by our agency. The Idaho Department of Parks and Recreation has historically utilized its enabling legislation as its mission statement. Idaho Code Section 67-4219 provides that: "it is the intent of the legislature that the department of parks and recreation shall formulate and put into execution a long range, comprehensive plan and program for the acquisition, planning, protection, operation, maintenance, development and wise use of areas of scenic beauty, recreational utility, historic, archaeological or scientific interest, to the end that the health, happiness, recreational opportunities and wholesome enjoyment of the life of the people may be further encouraged."



*"To love what you do  
and feel that it  
matters - how could  
anything be more  
fun?"*

Katherine Graham



## Our Vision:

*"We are innovators in outdoor recreation, committed to excellent service and resource stewardship. We foster experiences that renew the human spirit and promote community vitality."*

*"Where there is no vision, people perish."*

Ralph Waldo Emerson



## HOW DO WE FULFILL THIS MISSION?

Today the Idaho Department of Parks and Recreation manages 26 state parks totaling over 43,000 acres. The agency operates Idaho's three interstate highway gateway visitor centers, serving more than 400,000 customers each year. IDPR administers the registration program for snowmobiles, boats and off-highway vehicles, and the permit program for the state's 14 Park N' Ski areas. Money from those registrations and other sources goes to develop and maintain trails, facilities and programs statewide for recreationists. Annually, the Off-Road Vehicle Program provides about \$1.3 million; the Waterways Program about \$1.3 million; the Boating Safety Program about \$700,000; the Recreation Trails Program about \$800,000; and the Recreational Vehicle Program about \$3.3 million. Our slogan, developed during the formation of our agency vision, proudly states that we fulfill our mission by providing "Today's Fun, Tomorrow's Memories."

## WHAT IS OUR VISION?

State government is faced with the challenge of delivering services with greater efficiency, effectiveness and quality. Creating a vision helps an organization define where it wants to go and prepares the organization to meet the demands of the future. It is a critical ingredient for change. A vision statement is an inspiring vision of a preferred future. It represents a global, continual purpose that is not bound by time. A vision is bigger than its creators; it is about greatness. It electrifies and invigorates. It is the ultimate standard toward which progress is measured. In the fall of 1997, a departmental team was charged with creating a vision statement to guide agency strategic planning efforts. This plan is the first to benefit from that vision, which describes what we will strive to be as much as what we intend to do: "We are innovators in outdoor recreation, committed to excellent service and resource stewardship. We foster experiences that renew the human spirit and promote community vitality."

## WHY DO WE DO WHAT WE DO?

Idahoans are privileged to live in a state that believes in protecting its natural resources. Have you ever wondered what it would be like to live in a place where there were no parks, no recreational activities, no open space? Our world might be wall to wall concrete, treadmills might be the only place for sunset strolls, animals would become extinct, kids would have no place to learn about nature.

The environmental benefits of parks and recreation are the foundation of our services. We preserve plants, wildlife and open space. We contribute to clean air and water and help maintain soil quality. Most importantly, we ensure that all people, no matter where they live, have access to beauty and space in which to enjoy nature.

Taking time for recreation is increasingly important in our fast-paced society. The very definition of recreation is "to create anew, restore, refresh." We feel better

after we recreate, whether we've just been on a run or spent a couple of hours relaxing on a beach. There is substantial evidence linking physical activity and fitness to health improvement and disease prevention. Outdoor activities create the memories that are the glue of healthy families.

The availability of parks and recreation plays a major role in a community's economic development efforts. When companies choose to set up business or relocate, the availability of parks, open spaces, and recreational activities is high on their priority list for site selection. This is because recreation and parks are a significant factor for people in choosing where they want to live. Enticing people to play in our state is also important economically. According to the Idaho Department of Commerce, Idaho's \$1.7 billion tourism industry generated \$134 million in local, state and federal taxes in 1997. With nearly three million visitor days and visitor contacts annually, the Idaho Department of Parks and Recreation is one of the biggest players in Idaho tourism.

People are becoming increasingly aware of how vital recreation and leisure are to the quality of their lives. As recreational needs have changed, the Idaho Department of Parks and Recreation has evolved to meet those needs. As we make future decisions, we may want to consider some great advice from former President Bush who said, "Let us remember as we chase our dreams into the stars, that our first responsibility is to our Earth, our children, and ourselves."

## WHAT IS STRATEGIC PLANNING?

Strategic planning is a long-term, dynamic and future-oriented process of assessment, goal-setting and decision-making that maps an explicit path between the present and a vision of the future. It includes a multi-year view of objectives and strategies for the accomplishment of agency goals. Clearly defined outcomes and outputs provide feedback that permits program performance to influence future planning, resource allocation, and operational decisions. The strategic planning process incorporates and sets direction for all operations of the agency. A strategic plan is a formal document that communicates an agency's goals, directions, and outcomes to various audiences, including the Governor and Legislature, client and constituency groups, the general public, and the employees of the agency. In Idaho state government, the ultimate goal of strategic planning is to assure that services provided by state government entities meet the needs of the people, as outlined in Idaho Code 67-1901-1902.

## WHAT IS OUR PROCESS?

A successful strategic planning process provides many benefits to agencies and those affected by their operations. A stronger agency identity results as purposes and direction are clarified. Strategic planning improves an agency's ability to anticipate and accommodate the future by identifying issues, opportunities and problems. Enhanced decision-making is achieved by strengthening internal communications, both vertically and horizontally.



"It is strategic thinking and acting that are important, not strategic planning."

John Bryson, *Strategic Planning for Public and Nonprofit Organizations*





"A problem well stated  
is a problem half solved."

Charles F. Kettering

## Challenges

Staff Excellence  
Systems & Processes  
Collaborative Partnerships  
Access  
Customer  
Funding  
Leadership  
Resource Stewardship  
Education  
Realistic Expectations  
Assessing Impacts  
Alignment  
Community  
Facilities



A graphic representation of the process utilized to develop our agency strategic plan is shown in Figure 1. The process began with the identification and assessment of external factors, review of our enabling legislation and agency vision statement, study of our past strategic plan and review of our most recent park annual reports. Input was solicited from our visitors, as well as from our employees through an employee readiness survey and a staff compilation of suggestions and concerns. Utilizing a synthesis of this information, an assessment was made of our current situation and challenges facing our agency were identified. Keeping in mind our current challenges, we envisioned a preferred future—what we wanted to look like, as an agency, in 20 years. From that preferred future our agency strategic goals were crafted. These goals will guide our agency toward an incremental attainment of that future over the next five years. Upon approval of the plan by the Idaho Park and Recreation Board, the strategic planning cycle will continue through the preparation of performance plans and individual employee work plans. Assessment of progress towards the achievement of agency strategic goals, and toward our vision, will be documented by annual reports at the park/program and agency level.

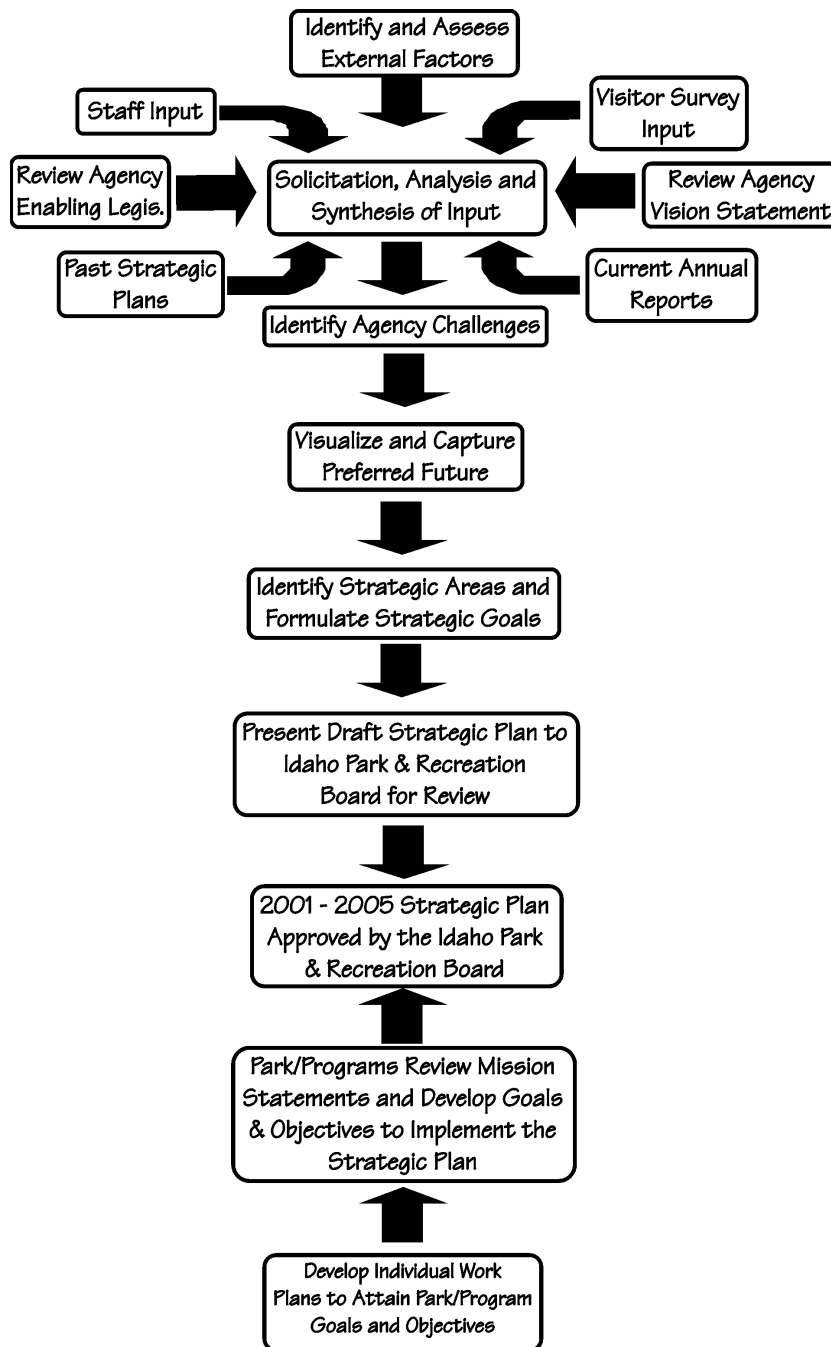
## WHAT CHALLENGES ARE WE FACING?

With all of this input in mind, IDPR Executive Staff participated in a workshop designed to identify the principal challenges facing our agency. Each issue was presented as a sentence beginning with "We are challenged with . . ." Upon the conclusion of the effort, all of the challenges identified were organized in fourteen categories.

### *Staff Excellence*

#### *We are challenged with . . .*

- ✧ providing a supportive environment that develops and encourages self-motivated employees to help our agency attain its mission.
- ✧ instilling the understanding that every employee is responsible for keeping current with agency information.
- ✧ preparing current employees for future opportunities in the agency.
- ✧ capturing the institutional knowledge of our senior employees.
- ✧ planning for succession.
- ✧ creating within our employees a common understanding of the agency mission, "vision" and strategic plan.
- ✧ recruiting and retaining a quality work force.
- ✧ maintaining a code of conduct and high ethical standards.
- ✧ maintaining accountability at all levels.
- ✧ defining, communicating and maintaining a professional image.
- ✧ nurturing the "can-do" attitude within our employees.
- ✧ providing recognition and rewards for employee excellence.
- ✧ providing quality employee orientation for seasonal and classified staff.
- ✧ assuring equitable work load distribution.
- ✧ stretching staff too thin.
- ✧ examining job classifications to assure congruency with job responsibilities.



IDPR Strategic Planning Process  
[Figure 1]

### Systems & Processes

#### *We are challenged with . . .*

- ✧ identifying and utilizing the unique skills and talents of our employees.
- ✧ providing easily accessible information about the agency's rules/policies/procedures (internal).
- ✧ improving our decision-making processes.
- ✧ developing and monitoring to measurable agency standards.
- ✧ deploying staff to effectively complete projects.

"The great thing in this world is not so much where we are, but in what direction we are moving."

Oliver Wendell Holmes



- ✧ using technology effectively.
- ✧ utilizing our employee exit process to improve our agency.
- ✧ gathering relevant baseline data consistently and effectively, and centralizing access to that data.
- ✧ getting a statewide reservation system operational.
- ✧ providing grants to applicants in an equitable manner.

### **Collaborative Partnerships**

#### ***We are challenged with . . .***

- ✧ maintaining and building cooperative relationships locally and nationally.

### **Access**

#### ***We are challenged with . . .***

- ✧ providing access to recreational opportunities.
- ✧ providing a user-friendly forum in which external parties can conduct business with IDPR.
- ✧ providing easily accessible information about the agency for our public.

### **Customer**

#### ***We are challenged with . . .***

- ✧ creating “today’s fun, tomorrow’s memories.”
- ✧ providing a quality product/service that is appropriately priced for our customers.
- ✧ knowing our customer’s wants and needs.
- ✧ continuing to provide customers a safe and enjoyable experience.
- ✧ striking a balance between user activities.
- ✧ adapting to changing cultural norms and trends.

### **Funding**

#### ***We are challenged with . . .***

- ✧ securing adequate funding to satisfy recreation demand.
- ✧ demonstrating the true needs of parks and recreation through the budgeting process.
- ✧ defining the best use of our funding sources.
- ✧ finding a source of funding for marketing and public information.
- ✧ becoming more entrepreneurial and self sufficient.

### **Leadership**

#### ***We are challenged with . . .***

- ✧ fulfilling our obligation as statewide leaders in parks and recreation.
- ✧ participating actively in the Idaho Recreation and Park Association.
- ✧ identifying and understanding our processes to achieve agency goals and objectives.
- ✧ developing agency unity.
- ✧ following good business practices.
- ✧ having a vision of the “big picture” of parks and recreation in Idaho.



“Do not wait for leaders;  
do it alone, person to  
person.”

Mother Teresa





## Resource Stewardship

### *We are challenged with . . .*

- ✧ striking a balance between use and protection of the resources.
- ✧ maintaining our physical infrastructure.

## Education

### *We are challenged with . . .*

- ✧ creating an understanding, appreciation and protection of our resources through interpretation.
- ✧ apprizing new legislators of our agency role and needs.
- ✧ providing ongoing educational opportunities and “checkpoints” for understanding.
- ✧ showing Idahoans the benefits of parks and recreation.

## Realistic Expectations

### *We are challenged with . . .*

- ✧ finding ways to accomplish the agency mission within available resources.
- ✧ establishing reasonable expectations.

## Assessing Impacts

### *We are challenged with . . .*

- ✧ preparing for the impact of the Land and Water Conservation Fund program on the agency/state.
- ✧ assuring that operational impacts are considered before accepting additional responsibilities.
- ✧ recognizing the impacts of our actions.

## Alignment

### *We are challenged with . . .*

- ✧ aligning our organizational structure/processes to meet the strategic plan direction.
- ✧ making our agency budget request “mirror” our strategic plan.
- ✧ focusing our program and employee efforts on **identified** agency goals.
- ✧ implementing applicable strategies outlined in the Statewide Comprehensive Outdoor Recreation and Tourism Plan.
- ✧ being consistent.

## Community

### *We are challenged with . . .*

- ✧ understanding recreational impacts on communities.
- ✧ identifying the communities that we are to serve.

## Facilities

### *We are challenged with . . .*

- ✧ maintaining our physical infrastructure.



“Alignment is the *essence* of management.”

Fred Smith, Chairman  
Federal Express



## Trends:

Recreation

Customer Service

Demographics/  
Societal



"No amount of sophistication is going to allay the fact that all of your knowledge is about the past and all of your decisions are about the future."

Ian E. Wilson



- ✧ minimizing long-term maintenance and energy impacts.
- ✧ developing new facilities to meet customer demand.

## WHAT TRENDS DO WE SEE?

As the new millennium turned and change accelerated, we were obsessed with trends as a society. This report will not attempt a comprehensive review of those trends, many of which are generally well known. The following are some of the highlights that may particularly affect the Idaho Department of Parks and Recreation in the coming years.

### Recreation

- ✧ A lack of leisure time is twice the barrier to outdoor recreation for people than a lack of money.
- ✧ Two out of three Americans began their favorite activity as a child.
- ✧ Partnerships with the private sector will be an increasingly important means of recreation.
- ✧ Risk/adventure pursuits are gaining in popularity.
- ✧ Use of recreational equipment is booming.
- ✧ Tourists are becoming more destination-oriented.
- ✧ The trend is toward shorter vacations within four hours of home.
- ✧ The "pay to play" philosophy is being increasingly accepted as the "norm."

### Customer Service

- ✧ People have an increasing expectation of value and service.
- ✧ Sixty-one percent of recreationists desire recreational instructional programs to teach skills.
- ✧ Society is shifting from conformity and uniformity to customization and individuality.
- ✧ Purchasers are becoming more and more willing to pay a premium for "convenience."
- ✧ People are seeking quality and service and are willing to pay for them.
- ✧ People are looking to simplify travel and make fewer complicated decisions; looking for the "package deal."
- ✧ The Internet will become *the* avenue of commerce for the next millennium.
- ✧ Globalization and technology are creating a 24-7 (continuous) economy.

### Demographics/Societal

- ✧ Our fast pace of life leaves people frantic even when they are trying to have fun.
- ✧ Although Idaho lags somewhat, the U.S. now has greater cultural diversity, as well as growing and more influential minority populations.
- ✧ The U.S. Census Bureau estimated Idaho's 1999 population at 1,251,700 and ranked it as the 5th fastest growing state in the country with a 1.7 percent increase.
- ✧ There is increasing competition for shrinking federal, state and local tax resources.

✧ Increasingly the public is demanding a voice in guiding government activities.

## WHERE ARE WE GOING?

Looking forward 20 years, and envisioning a preferred future for the agency, fifty statements describing a future state were crafted and woven into a “Glimpse of our Future” vignette. *Please insert the CD (contained in the pocket on the inside back cover) into your computer to see and hear what that future would be like.*

## HOW WILL WE GET THERE?

IDPR Executive Staff and Idaho Park and Recreation Board members able to attend, assembled for a third and final effort. At this workshop, they reviewed the agency challenges and preferred future statements they had crafted during the two previous sessions. They formulated agency goals that would provide the direction needed to guide the agency for the next five years, or about one-quarter of the way towards the attainment of our preferred (20 year) future. Over the next five years, to ensure that our vision becomes a reality, the agency will take action in the following interrelated strategic areas.

The development of agency goals is one of the most critical aspects of the strategic planning process in that goals chart the future direction of the agency. The goal development process begins to focus the agency’s actions towards clearly defined purposes. Our agency goals are the general ends toward which our parks and programs will direct their efforts. These goals are intended to stretch and challenge the agency, but at the same time be realistic and achievable.

### A. NATURAL RESOURCE & HISTORIC PRESERVATION STEWARDSHIP

It is in our charge to protect and make available to the public premier examples of natural, historic and cultural resources. In our current system we share the stories of Idaho’s tribes; of early emigrant travel; of mining, logging and agriculture along with the geology, flora and fauna that comprise our natural resources. To protect these resources and invest in Idaho’s future, IN THE NEXT FIVE YEARS, WE WILL . . .

- A1. protect and actively manage our natural resources.
- A2. enhance stewardship of natural resources and sensitive areas.
- A3. provide increased understanding and appreciation of our resources by partnering with schools, communities, and other organizations.
- A4. sensitively balance the preservation of our state’s natural resources with recreational use.
- A5. identify Idaho’s remaining significant resources and seek means to preserve and make them available for public use and enjoyment.
- A6. actively pursue the protection of Idaho’s significant heritage sites.

### Strategic Areas:

Natural Resource &  
Historic Preservation  
Stewardship

Community Relations  
& Public Satisfaction

Human Resources

Revenue Enhancement

Recreational Opportunities

Facilities

Leadership

Marketing, Public  
Information & Education

Process Improvement

“It is our task in our time and in our generation to hand down undiminished to those who come after us, as was handed down to us by those who went before, the natural wealth and beauty which is ours.”

John F. Kennedy





*"If we did all the things  
we are capable of doing,  
we would literally  
astound ourselves."*

Thomas A. Edison



## B. COMMUNITY RELATIONS & PUBLIC SATISFACTION

There is no more important measure of our success than how well we address community relations and provide public satisfaction. Every aspect of our organization works with many different recreational communities or constituents. Responsiveness, accuracy, effectiveness and integrity are all integral factors in meeting these needs. The agency's long-term future depends on our ability to serve these "publics" in a manner acceptable to them. Our customer is dynamic and forever changing. It is incumbent upon us to stay connected to the current needs and desires of these recreational communities. IN THE NEXT 5 YEARS, WE WILL . . .

- B1. more closely meet community needs and provide programs that are seamless to the public.
- B2. enhance customer satisfaction.
- B3. provide a quality product/service that is appropriately priced.
- B4. provide dynamic recreation adventures.
- B5. provide "Today's Fun & Tomorrow's Memories."
- B6. connect facilities with activities to create dynamic adventures.
- B7. create an image synonymous with high quality service, friendliness and memorable experiences.
- B8. ensure that a visitor's "first experience" conveys the quality of the services and experiences we provide.

## C. HUMAN RESOURCES

There is no doubt that the strength of any organization is the quality of its human resources. As employers, we are not only faced with attracting skilled and motivated people, we must also maintain their dedication by preparing them well for future challenges. Our human investment, if done well, will result in our being astounded at what we can accomplish together. IN THE NEXT FIVE YEARS, WE WILL . . .

- C1. maintain a quality work force.
- C2. provide a supportive environment that develops and encourages self-motivated employees to help our agency attain its mission.
- C3. recognize staff contributions and provide feedback.
- C4. become a continual learning organization.
- C5. maintain a work environment that facilitates a free exchange of ideas and effective problem solving.
- C6. diversify our workplace and meet the needs of diverse visitors.
- C7. encourage our employees to eagerly participate in meaningful growth opportunities.
- C8. maintain a workforce of employees who are well prepared.
- C9. develop an integrated corps of volunteers and interns.
- C10. implement a system that provides staff meaningful growth opportunities.



## D. REVENUE ENHANCEMENT

Traditional funding sources are currently inadequate to meet the operational needs of the department. Public pressure is significant for expanding the number, diversity and quality of sites managed by the department. Additional revenue sources need to be developed to supplement existing revenues to meet future funding needs. IN THE NEXT FIVE YEARS, WE WILL . . .

- D1. generate funding needed to meet new agency goals by becoming more self sufficient and entrepreneurial.
- D2. identify and pursue alternative funding to meet public demand.
- D3. secure increased funding to meet envisioned opportunities.
- D4. seek new sources or means to obtain operations and maintenance funds.

## E. RECREATION OPPORTUNITIES

The Idaho Department of Parks and Recreation is not the largest player on the Idaho recreation scene. However, our agency is in a unique position to help provide recreation opportunities statewide. IDPR is the single entity with border-to-border responsibility for recreation. Our increasing role in providing funding for localities carries with it a responsibility to provide strong leadership in recreation management techniques. Our ability to bring together various levels of government and user groups will be of prime importance in coming years when issues of access and user conflict come to the fore. Therefore, IN THE NEXT FIVE YEARS, WE WILL . . .

- E1. become a partner with all recreation providers within the state.
- E2. encourage other public entities to share a leadership role in recreation responsibilities.
- E3. proactively explore alternatives to the potential loss of developed recreational opportunities on public land.
- E4. develop a single point of access for outdoor recreation permits, fees, etc.
- E5. Actively pursue access to appropriate private and public lands for diverse recreational use.

## F. FACILITIES

Many surveys identify the quality and availability of recreation facilities as one of the most important criteria for a rewarding outdoor experience. One challenge we must meet is to find funding to properly maintain and enhance our aging infrastructure as well as develop new park areas for the increasing demands of Idaho's population growth and nonresident visitation. IN THE NEXT FIVE YEARS, WE WILL . . .

- F1. enhance our existing physical infrastructure.
- F2. provide a range of facilities that accommodates diverse needs and economic abilities.
- F3. provide adequate resources to meet growing/changing societal demands.

"Decision is the spark that ignites action. Until a decision is made, nothing happens."

Wilfred A. Peterson





"Leadership is an action, not a word."

Richard P. Cooley

## G. LEADERSHIP

Each IDPR employee is expected to be a leader in their own area of influence. Staff must all take active roles as innovators in outdoor recreation, directing by influence, showing the way, leading by example and by traveling the path with our partners. IN THE NEXT FIVE YEARS, WE WILL . . .

- G1. become an agency that "lives" its vision.
- G2. maintain effective interaction between our Board, the Governor, and the Legislature.
- G3. through the Board and Director, systematically pursue Congressional support of agency projects and issues.
- G4. become an agency that shares resources to achieve goals and objectives.

## H. MARKETING, PUBLIC INFORMATION & EDUCATION

Reliable information is the key to people's enjoyment of our parks and programs. They must first know about us. Once they have been enticed, their experience becomes unforgettable when we help them explore and discover their world. Whether we call it interpretation, education or information, it is how we become memory makers. IN THE NEXT FIVE YEARS, WE WILL . . .

- H1. actively market the benefits of our parks and recreation programs to the public.
- H2. proactively reach users with agency information.
- H3. understand public demand and provide resources to meet that demand.
- H4. enable our state legislature to both understand and appreciate IDPR and its programs.
- H5. develop and maintain a recognizable, high quality public image.
- H6. provide enhanced educational opportunities in recreation and natural, historical and cultural resources.
- H7. become a significant partner in the education system.
- H8. create a time when IDPR is synonymous with education and interpretation.

## I. PROCESS IMPROVEMENT

The Idaho Department of Parks and Recreation must continually realign resources to meet increased or changing customer demand. While Idaho is the fifth fastest growing state in the nation, government resources cannot always be expected to increase along with the population. As a steward of natural resources and provider of recreational opportunities, the challenge to do more with less is very real. We must strive to keep up by following a process improvement philosophy in which we assess our current environment in all areas, identify the public's current and future needs, abandon old services or practices, and embrace change. IN THE NEXT FIVE YEARS, WE WILL . . .

- I1. assess operational impacts when assuming new or additional responsibilities.
- I2. become a department with excellent intra-departmental communication.

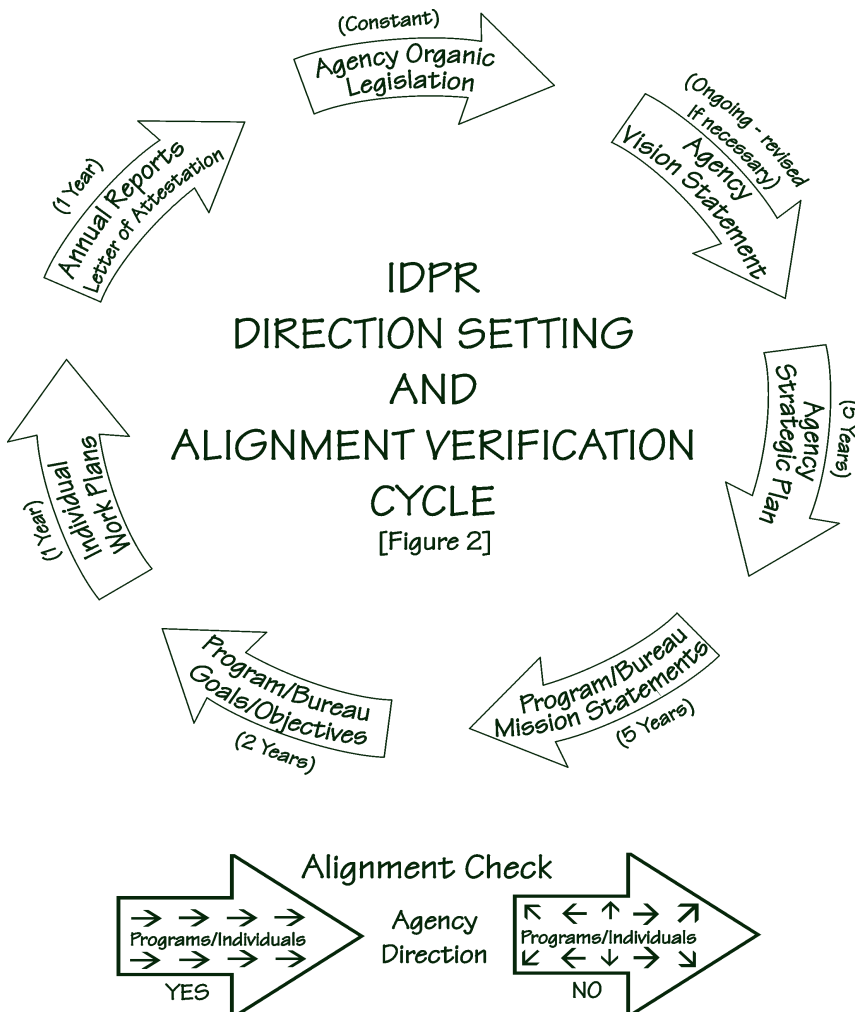


- I3. improve the effectiveness and efficiency of our registration program.
- I4. increase the agency's effectiveness.
- I5. acquire/implement a level of technology that enables IDPR to conduct business in a manner which meets public expectation.
- I6. implement a knowledge-based decision-making process.
- I7. provide a mechanism to capture current and future trends in recreation.
- I8. strengthen the SCORTP planning process.
- I9. refine the open project selection process to make it more fair and responsive.
- I10. improve technical assistance to our grant applicants.

## WHAT IS THE NEXT STEP IN THE PROCESS?

Completion of the agency strategic plan is just one component of an ongoing agency planning and assessment process. A graphic representation of the complete IDPR direction-setting and alignment verification cycle is shown in figure 2.

With the adoption of the 2001-2005 strategic plan by the Idaho Park and Recreation Board, agency direction for the next five years has been established. The next step in the planning process is the preparation of biennial park and



"In a time of drastic change, it is the learners who inherit the future. The learned find themselves equipped to live in a world that no longer exists."

Eric Hoffer



"Never tell people how to do things. Tell them what you want them to achieve and they will surprise you with their ingenuity."

General George S. Patton



program performance plans. These plans are ultimately assembled into one document and comprise the agency's biennial performance plan. The final step in the planning process is the preparation of individual annual employee work plans.

### **Biennial Performance Plan**

During this phase, individual parks and programs will review and amend their mission statements, if necessary, and formulate goals and objectives. Park and program objectives are clear targets for specific action that mark meaningful and quantifiable interim steps toward achieving our agency's strategic goals. They are measurable, time-based statements of intent. All performance plans are reviewed and approved by the Deputy Director for congruence with the agency strategic plan prior to approval.

Continuing the process, all of the approved park and program performance plans are assembled into one document. This assemblage of all park and program missions, goals and objectives becomes the agency's biennial performance plan. The Deputy Director ensures the agency performance plan is congruent with the agency vision statement and preferred future, and that its goals and objectives will make sufficient progress towards attainment of the five-year agency strategic goals stated in the agency strategic plan.

### **Annual Employee Work Plans**

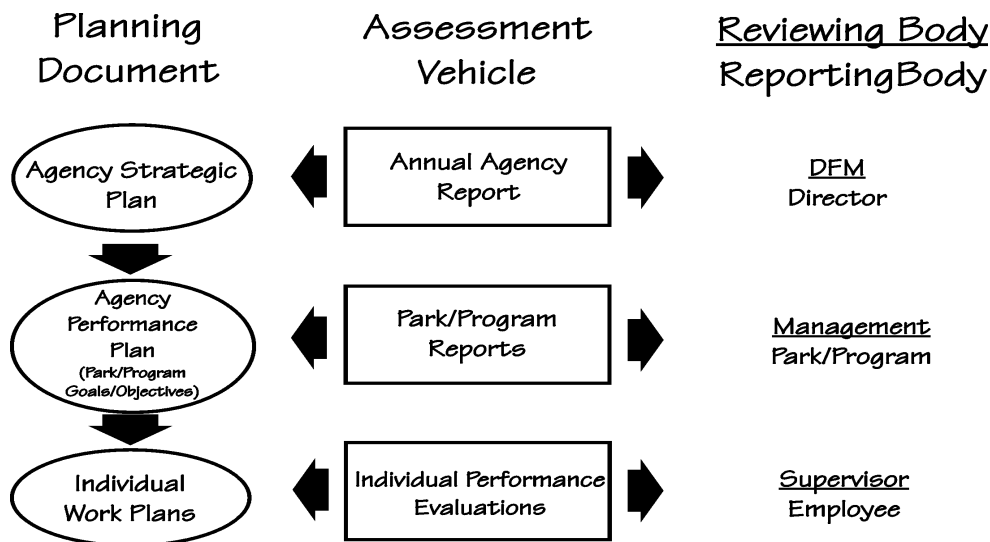
The final step of the planning process occurs when agency employees and their supervisors meet to jointly develop the employee's annual work plan. At this time, supervisors ensure that all projects included on an employee's work plan are designed to accomplish the goals and objectives stated in their unit's performance plan.

## **HOW WILL WE MEASURE SUCCESS?**

A continuous self-assessment process is required to facilitate course corrections and process improvement. Our multifaceted assessment process will determine the effectiveness of employees, parks and programs, and the agency as a whole in accomplishing their stated goals. A graphic representation of the relationship of all IDPR planning documents and assessment vehicles is shown in figure 3. This graphic also identifies the appropriate reviewing/reporting body at each level of the planning/assessment process.

### **Employee Performance Evaluations**

Each year, all employees meet with their supervisor on a quarterly basis to review employee performance. Performance is based upon the professional and timely accomplishment of the projects that comprise the employee's annual work plan. Including individual work plans in the strategic planning sequence guarantees that our agency strategic goals will be implemented at the grassroots level.



**IDPR Self-Assessment Process**  
[Figure 3]

### Annual Reports

Every year, each park and program prepares an annual report outlining the progress that has been made toward the attainment of the goals and objectives outlined in their biennial performance plans. These reports are analyzed by the Deputy Director to determine if sufficient progress has been made in the pursuit of the goals identified in their performance plans.

All park and program annual reports are then integrated into one document. This assemblage becomes the agency's annual report. The Director compiles the agency annual report for presentation to the Idaho Park and Recreation Board and submission to the Legislature and Division of Financial Management. Analysis of this information determines whether sufficient progress has been made by the agency as a whole towards attainment of the five-year agency strategic goals stated in the agency strategic plan.

### Management Controls

An assessment regarding agency management controls, including comprehensive internal controls, is conducted each year utilizing the framework established by the Office of the State Controller, *Statewide Management Control System*. This review, which culminates in an annual attestation letter from the Director, provides assurance our agency goals are met. The objectives of this review fall into the following categories:

- Effective and efficient operations.
- Responsible use of public funds.
- Compliance with applicable laws, rules, and regulations.



"If you don't measure results, you can't tell success from failure. If you can't see success, you can't reward it. If you can't reward success, you're probably rewarding failure."

David Osborne  
and Ted Gaebler,  
*Reinventing Government*





"Behold the turtle. He makes progress only when he sticks his neck out."

James Bryant Conant

## CONCLUSION

There is none. It is more accurate to call this effort a strategic planning process rather than a strategic plan. A strategic plan document will appear again in five years, but the process is continuous. In the final analysis, our success will depend upon our continuing ability to satisfy our public and responsibly steward our resources. We have attempted to determine the needs of our users; identify business, societal and recreational trends; and assess the challenges facing our agency. In an attempt to anticipate "what success will look like," we envisioned a 20-year preferred future. If we have been accurate in our prognostications, then success will be the degree to which (looking back, 20 years from now) we were able to "live our vision" and make our preferred future a reality.

## GLOSSARY OF TERMS

**Accountability** The understanding that agency employees are responsible for their actions and answerable to both their supervisors and the citizens of Idaho.

**Alignment** The orientation of employee effort to the mission of the agency and the goals of the strategic plan, turning intentions into actions; linking processes to the changing needs of customers; shaping strategy with real-time customer information, and creating a culture in which these elements work together seamlessly.

**Congruence** The quality or state of matching, agreeing or coinciding.

**Baseline Data** The compilation of historic information establishing the point or line from which a start is made in an action or undertaking.

**Division of Financial Management** A division within the Governor's Office of the State of Idaho. It is charged with assisting the executive branch to enhance program operational efficiencies, improve financial management and help state government provide effective and efficient services to the people of the State of Idaho.

**Entrepreneurial** The mindset and practice of habitually using resources in new ways to heighten both efficiency and effectiveness.

**Grass Roots** The very foundation or source; society at the local level especially in rural areas as distinguished from the centers of political leadership.

**Idaho Code** The compilation of the general laws of the State of Idaho.

**Idaho Park and Recreation Board** The governing body of the Idaho Department of Parks and Recreation comprising of a six-member bipartisan board, appointed by the Governor, one member representing each of the state's six planning regions.

**Idaho Recreation and Park Association (IRPA)** An organization of public and private recreation providers established to serve its members and support their efforts to enhance Idaho's quality of life by promoting the preservation, growth and development of parks and recreation services to benefit the health and well being of our people, our communities, our economy and our environment.





**Infrastructure** Existing, man-made facilities and installations that form the physical backbone of the state park system; i.e., structures, roads, bridges and utility systems.

**Institutional Knowledge** The cumulative body of knowledge and lessons of organizational experience that resides in the minds of the career employees of the agency.

**Land and Water Conservation Fund** The Federal fund responsible for the acquisition, development and improvement of over \$60 million in outdoor recreation sites in Idaho since 1965. Primarily derived from fees paid by oil companies for offshore leasing, Idaho's annual appropriation has ranged from \$0 to \$3 million. Since 1980, funding from this source has been significantly reduced. This program could potentially be reenergized via the Conservation and Reinvestment Act (CARA) which could provide Idaho with \$4 million annually for recreation, wildlife and historic preservation projects.

**Letter of Attestation** The annual written statement from the Director of the Idaho Department of Parks and Recreation to the State (Controller) Auditor verifying the compliance of the agency's system of financial and administrative management with standards set by the State (Controller) Auditor.

**Railroad Ranch** Now known as Harriman State Park, located 18 miles north of Ashton, Idaho on US 20/191. The gift of this property by Roland and Averell Harriman in 1965 was a catalyst for the establishment of the Idaho Department of Parks and Recreation.

**Seasonal Staff** Temporary agency staff, typically employed during the summer season from Memorial Day through Labor Day, and limited to less than 1385 hours per year.

**Statewide Comprehensive Outdoor Recreation and Tourism Assessment & Policy Plan (SCORTP)** This plan is the most comprehensive source of information on Idaho outdoor recreation and tourism. It provides the opportunity to coordinate programs and policies of various state and federal agencies, the private sector and others, to meet common objectives for the State of Idaho.

**Statewide Management Control System** A set of policies, procedures and management philosophies designed to provide reasonable assurance that an Idaho state (agency, division, department, program or college) keeps on course in achieving its strategic organizational objectives.

**Stewardship** To hold something in trust for another; to protect something for the next generation; the offices, duties and obligations of a steward.

**Succession Planning** Any effort designed to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development and replacement of key people over time.

**Vignette** A short descriptive literary sketch.

*"Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation) there is one elementary truth, the ignorance of which kills countless ideas and splendid plans; the moment one definitely commits oneself then Providence moves, too. All sorts of things occur to help one that would otherwise never have occurred. A whole stream of events issues from the decision, raising in ones favor all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamed would have come his way."*

W.N. Murray,  
The Scottish  
Himalayan Expedition



"If you have built  
castles in the air your  
work need not be lost;  
that is where they should  
be. Now put foundations  
under them."

Henry David Thoreau

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